#  <br> Published With The New York Times and The Washington Post 




Karadzic Puts -Peace Plan To Assembly With Caution


 Mr. Karadric spoke affer talks io Bépinade gith Yugoslay leaders and the UN mediator,
Lord Owen in a final anempt to avoid the
.
 imposition of Rough new UN sanctions on the
mymp slate of Y Ygoslavia at 0400 GMT on - The new sanclions were to be imposed if

 in be West:iti favor
against Serbs in Bosaia.

- "I we do not accipit the plan we mosi be
ready for the peepple to tal titice" Mr Karatic

 northeastem Boisian town of Bijcina w report

 "We want compacs teritorics and not some

 ters agred at a mecting in Denmart on mean-
surres to cmsure that tee new UN samctions


 of ralks sith bis 11 EC Collezgues
 See BOSNIA, Page 2


## Kiosk

## Israel Ready to Let

 30 Deportees Return Arab decision to
peanc
pashiks schec
Sneb Eraka, depury teader rof the Palke-
inian delegacion to the
alks, sald the



process would lake

 Sports
Dper. Bledoe, the strong-armed quarter-




An elderty Moscow resident marking his referendum ballot near a window in a polling station at a military school in the capital.

## London Works to Ease Bomb Disruption

By Richard W. Stevenso LONDON No Pork Timers Sernice number of buildings from Saturday's bomb erating nearyy normally Monday. officials siaid
Smida. The lisish Republican Ariny said cariy Sun-
day thas it had planted the bomb, which billed

 The IRA, bovever, mader no mencion in its
 andon late Salurdyy nighi, destroying two
txis but cuusing poinjurics. The separate incioents socurred when min
tricd io force the cab drivers wo iake them wo

 said The IRA said dhe Britsh government had
faiked to act quickly noungh on warnuigs
 squartly with the Brilish authoritics." the IRA
sideritish police were aware of

 Because it was a weckend morning, only a
 well-traveled by tourists and to are buses, at-
vanctod ty its narrow strees and many old If the series of bo "mbs provoksd one general
reaction amoing the British public. it seemed to

 David Mellor: a formerer membert of Mr. Manjor's
cabinet.
The terrorists have ippod the heart out of

 arer a sex scandal, told The blast in the fianacial districk was the
 search for crues Sunday amoags he debris as
officials scranthled to telp banks. brokrage
touses and other companits minimize See LONDON, Page 6

## U.S.Asylum Mill Has FarToo Much Grist

By Tom weine New yoive vanis somic itrive





a bearigy in the forseseal)





 Immigration officials sand imnigrans' advo
cants agree hat the system is not working by

## Yeltsin Appears To Win a Strong Vote of Confidence

Referendum Polls Show Russians Backing President on All 4 Issues

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[^0] The niwiry beween the congress and the
president has absorbed the enertics of senior Recent changes in Mosecows economic pro-
gram are "disturbing." EBRD syys. Page 15 . Ruscian politicians for the last six givonths
divering attenion from economic reform. The drearing onsituiuion proposed by Mr. Yellesin
would invoduce a Western-stive two-chamber would introduce a Western-styie two-chamber
partianen tiving he president hec pouer 1o
disolve he legisisture and appoint senlor judges
Exit pols and early resulss surgested an
across-hb-board virory for Mr. Yellin on all
and

 Yelusing persspandly.
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 exulted in an annual inflation rate of well over 1,000 percent and plumnecing fiving slandards
for milions of Russinss. It was widely assumed ham moss Russians would use hen second ques-
ion to register a proves wote tuginst the way

 confidenuesin his prosidxtantion ort "yee vole
 oo much 10 conservatives.
An exit poll by the Used Voter Re-
search and Surveys indicated that voters had



 See RUSSIA, Page 6

## Bundesbank Brings Calm

By Confusing the Market

| By Carl Gewirtz |  |
| :---: | :---: |
| Inememanol Herald Trume |  |
| roar last week with its slow distrib muliple press releases leading journalists |  |
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| and markel participants - to believe erroneously that inierest retes had not been cut. |  |
| The stratagem left the cenural bank looking ineph but it brought into focus the hank's new' policy tool: dissimulation aimed at reducing currency speculation. |  |
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| There are numerous examples of Bundesbank council members expressing concern about inflation or money-supply growth - and |  |
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|  | uy or sell agaressively if they |
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| themsetves are another example of stoking exectations that rates are declining without giving the market the big cuts it anicipates |  |
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| ing the market the big cuts it anuicipates. |  |
| This policy of manipulating expectations bit of deceprion here, creauing anticipations |  |
| bere and an occasional big surprise like last |  |
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| keeping market paricipants cons and Dind wrong- |  |
| sloo in L |  |
| As an example be cites the |  |
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Here Comes McBagel, Ethnic No More

By Moily O'Nei NEW YORK The baged that chubby
chewy staple of New York life has rolled
 First it 1 oik vere the freech-fod counters

 for the teaxt handurusery is always looking for the next hamburger. and right now be
smart mooey is idimy on baack. ssid Stever
 of 65 baged slores whic
Burfinglon Vermont.






## Q\&A: Slovak Chief Seeks Europe Link



## Atheism Ended, <br> Atheism Ended, Albania Turns Out For Pope's Visit



Life's special meetings.


مطـارابوضبي ..

By Alan Cowell destroy a alate of Satin and ha

 made Pope chin Paul II's arrival
here S Sunday smoothing of nomen
in a land ital. until a few ?eur
 The people rigidly Stulinis.s.
 rammed onto balconies in th
rumbling
Burrowers pour ce cerements of
 The cathedral that the dictator tho a stops harl when hem made

 The paint was barter dy' en the supped an electronic scoreboard When the Pope and his scurries le sid the entered. some poi
 It was in this small city of 80.000


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 seaming to counsel A Albania aging
 the temptations of into
sectarianism he sid.

## U.S. Fears Spillover

From War in Bosnia
Wider Conflict Could Involve Greece and Turkey, CIA Says
By Stephen Engelberg mined by be Wests inaction on

 ions; abounding to administration The Central Inceltrgence Agency
has told the white House that any
gillurer of the Tithing in









BOSNIA: Serbs' Chief Puts Peace Plan to Assembly


(20)If you've had enough of hotels, the Amari Boulevard Bangkok could be a real eye-opener!
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AMATI
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terse.
Prootibiting member states
from providing most services to frown providing most services to
Yugoslavia
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sons
Meanwhile. UN helicopters
evacuated 161 wounded and ailing





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WORLD BRIEFS


## FIRST 100 DAYS/A JAM SESSED

## As the Clinton Team Loses Focus, Paranoia Moves Into the White House



Page 4
OPİIION

## Iteralowew eribume

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## Transition in Turkey <br>            Balk hinn niss on its west and strenget and duntition of lran. <br>  Mr. Deniirel is not quite asi adept as Mr. Ozil ais max mannianing doomestic harmonyy (he miniserer by milicer in topeps.ast as prome the war nid ocher straing save revived long-stand ing ciizzen compliants about torure by the        

## Listen to Tibet's Case


#### Abstract

 


## Other Comment

Russians Nieed Democracy


In parer by inimoducing more democracy: an
In the lonenary election In the long rung. Mr. Yelvin needs a
elter basis lor effective govermment He
ould look elsswhere in Eastern Eurpe

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dum may be tempied to grah as much power under this consitiulion as possible
The vicior neds 1 oremember that in
Russia. democratic and economic reform Russia, dem
go hand in h

INTERNATIONAL HERALD TRIBUNE EEW. HUEBNER, Phblish


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Clinton Has to Be Seen to Lead at Home and Abroad

| $\mathbf{N}_{\text {the }}^{\text {EW Yorld }}$ Yhe grumbling tas begun about Pregident Bill Clinoot's leadership. his ability to wiedd power and his willingness to do what is necassary to prevail To <br> two keysione isver has togain control quickly of tro keyslone issues, mascring congras on har tudget and mustering Europeans behind a plan for bolot accion on Bossia Otherrise his administraof the Carrer tadministration. <br> Much of the gumbling is politically motivated. premanure and unfair. But it does contain a growing <br> His administration risks becoming a repeat of the Carter presidency. <br> kernet of truth. The criticisms come not just from Republicans and attack journalists, but from Democrats who desperately want him to succeed. In the last few weeks, friends and foes alike have been taking the measure of the man in the White House and finding him wanting. Most trouhling is that be is losing control of the budget, the carefully crafted econornic plan he set before Congress to wide acclaim barely two months ago. <br> Bob Dole, leader of the Repuhlican minority in the Senate, savaged the presddent's grab-bag economic stimultos package Mr. Clinton struck back, fas. The president offered a quick compromise. Mr. Dole dug in. Within days, Mr. Clinton caved. |
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Under Milosevic, Serbia Is Throwing Out Its Future


The IMF
Is Turning
Activist



The Return of the Hired Gun
After 30 Years，Mercenary Retires to Paris

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was no oppoiitionen
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7 Slain in ANC－Inkatha Clash At Funeral in a Natal Village
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LONDON：IRA Claims Responsibility for a Bombing That Gutted the Heart of the City


RUSSIA：Strong Vote of Confidence for Yeltsin Expected in Referendum （Conimed from page 1 I）
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Raid Vowed

DIRECTQRIA

## DIRECTORIA＇93 russels，June 2－3 4，4， 1993 An opportunity for you to meet 500 <br> ADMISSION FEE INCLUDES or each participant，fixed with local or resio nal authorites．representatives of the EC pro－ gammes and specialsed dinterrationai experts admission to seminars insertion in the participants＇dossier the technical catalogue presenting all the king for partuers，heads of EC programmes and the intemational experts speciairis helping ஒocal and reyional authorities which are organised to complement your lunches and coffee breaks． <br> FOR FURTHER INFORMATION IDHESION a ASSOCIES ，rue de le＇ancienne Maine 92100 Boulogne．France  <br> MAKERS

Dint opportuity to meet privete comparios whose servicos，uhe and knowhow represent the cream of the European ideal

IRECTORIA＇93 is a mique opporm－ brroaden their network of essentiol throughout Europe．
To be held in Brussels，the hearn pf the EC ．
the even will unite the 500 main local the evern will unite the 500 main local autho－
rity directors for the first time．
ment Mis will enable the development of jont pro－．
iects bewween autheites
across the continent． jects between authoritises across the continent．
where tanglile benefits and savings can be where tang
schieved．
Wheri a delegate decides to attend DIREC． TORIA＇93．they fill in a form for their local authority and region（economic data，assets） －inls form will be the delegates dossiers they will receive after registration．
One month before DIRECTORIA＇93，the dellegte will recelve a catalogue presenting
all the delegates attending the evert．The dele gate selects which people，from the fields of EC officials．intemational experts，the pivivate

## companies of

All the chicices of meetines of all the patici pants are tren processed by computer to esta Directoria 93 also ind udes delenays． nars an by the European Commission cove ning the followine．
－First Plonary Seminar
－Regional policies and coarctination in Europe：
Trends and Pressiects，＇Mr Eneko Landaburu． Dirend and Prensile of DCG Mr －Network of fxperienco：Exchanges in the field of Regional Developmen
Legyues，Manager of $D G X M$ Lespues，Manager of Dix XVI Speates．Chates Gre，Craiman of Ren．Coun
cilor Strathdyde，Vice Chaiman of CCRE： Christian Lavigne，Chaiman of EURADA（Euro－ pean Association of Development Agencles）：
Hinich Lehmann－Gubee，Lord Mayor of Leipie； Henn Le Marous，Chaiman of EGIIP（ELETopean Group for Local Emplogment Initiatives）．
cal develoment pamership rity＂，Camelo Masssma，Hear of of Division DG XMM Speakers：Ethne Fitzeraral．lisish Minister of State for Finance；Pasqual Maregall Mira，Lord Mayor of Barcelone，Chaiman of CCRE：JJean Pierre Rafarin．Member of the European Par－
liament．Chaiman of Poitouch Charentes Reepon： Jorge Sampaia．Lord Mayor nf Lisbonne．Chair－ man of EUROCMES． －Frasal Adresss Mr Rene Steichen，Member
of the commission responsible of Adicittre and Rural Development． Rill also bat hale discussions on specific themes will also be held during convention． In adotition，DiREECTROIIA offers the chance pannes which offer Europe wide sevvices in the fields of：
national and rejional development －specialised sevices In exch of these areas the companies are capment．of imprincoundiditions，orga gemenen．lixing condifitions，orga
nisation and develogenent ni local authority．


On Norway
Whale Hunt
Sy Joe Kirwin
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 e U．S．－based Sea Shepherd as hey leave harber in a few wexiks
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BAGEL：
With Cinnamon？

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（Contiumed from page 1）

Pequot 1992），which shice（wiote
with ther husband Tom Bagel（Ba


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George Rosenbaum who ana䔺  48筑




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 Yotaway with the bunt，＂solit The boycott is already start－
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bing compared to what will Io．Ottaway said Greceppeace is Norway abandon coummercial
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have taken a stand beccuse
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 Greenpeace contessis whether
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state that the whale is a beauriful
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# milulalylstida <br> POWERHOUSE OF THE '90s 

## The Economy Catches Its Breath Before the Next Leap Forward

Malaysia is no longer the land of the future. The future, in many ways, has already arrived. This is a country where executives' divers are buying their own cars, shopping malls are crowded and $\because$ rural folk are enjoying a standard of living their grandparents'. generation could not even imagine.


Integruxion of past
and present is and present is
Malovsia's
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developing economy
that is striving to keep Thar is strining to ke
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What Malaysia Has to Offer Investors

the guality of life, the work force and infrastructure, the
eivironnuent for doing business is superior heac
 the point that our peoplee are conditioned to working in pencentry. The femsemale participation in the work force is 45
gaged in industry. We pride worling populves on the abe is antity of gaged in induptry. We pride orrselves on the abilist of
our workers io adapt io new technologies. And English is widely spoken here.
Why should foreign investors interested in medium-
and high-tochnology projects choose Malaysia over Sinand high-technology projects choose Malaysiz over Sin-
gapore? Doesn't area?
The overall cost of doing
business in Malaysia is business in Maleysia is
lower than doing business
in Singapore And our aux-
N. Sadasizan, directior-
general of the Malaysian
Industrial Development
Auhhority.


## 8 percent GDP growth

 predicted for 1994 overheatod real-estate sector, regu-lating rapidly evolving capital mar lating rapidly evolving capital mar-
kets and keeping cities greem are ing on their laurels. Some say the stability of Malay-
sia's dempocratic institutions has led
to coconomic prosperity. to coconotric prosperity. Otbers say it is the other way around. Either way,
Prime Mioister Mabathir bin Mohamad bas riade the econony a rally-
ing point for Malaysia's people, a ing point for Malaysia's poople, a
 velopment include Vision 2020 .
which calls for the coumtry to be fulty devcloped by the year 2020 "Onuline


## to move to Asia why would Malaysia over its neighbors?

Malaysia over its noughbors?
than ariy other Asian cormury, takiag into consideration

This adverising section was produced in its entirety by the supplements division of the International Herald Tribune's adverising deparment. Teresa Abor is a free-lance innancial jorrnalist who covers Southeast Asia Singapore:

Soak yourself in ecstasy in Asia's most beautiful coral garden.



## INFLIGHT

RESEARCH SERVICES

Inflight Research Services of London ricently conducted a review of 31 gurinies' First Class products and services. The final rankings and total percentage points are:

SEE WHERE<br>PUTTING OUR<br>\section*{PASSENGERS}<br>first<br>HAS PUT US.

|  | Malaysia Airlines | 62.3 |
| :---: | :---: | :---: |
| 2 | Singapore Airlines | 60.0 |
| 3. | JapanAirtines | 58.2 |
| 4 | Cathay Pacfic) | 57.7 |
| 5. | KLM + , | 56.8 |
| 6. | Swissair | 56.3 |
| 6. | Thai Airways | 56.3 |
| 8. | All Nippon Airways | 54.9 |
| 8. | American Airlines: | 54.9 |
| 10. | South African Airways | 53.8 |
| 10. | Qantas | 53.8 |
| 10. | United Airlines | 53.8 |
| 13. | Emirates | 53.0 |
| 13. | British Airways | 53.0 |
| 15. | Gulf Air | 52.5 |
| 15. | Sabena | 52.5 |
| 17. | Air France | 50.8 |
| 18. | Kuwait Airways | 50.4 |
| 19. | Air Lanka | 50.0 |
| 19. | Delta Air Lines | 50.0 |
| 19. | Korean Air | 50.0 |
| 19. | Northwest Airlines | 50.0 |
| 19. | TWA | 50.0 |
| 24. | Philippine Airlines | 48.8 |
| 24. | Pakistan International | 48.8 |
| 26. | Iberia | 48.0 |
| 27. | Turkish Airlines | 47.5 |
| 28. | Alitalia | 46.2 |
| 28. | China Airlines | 46.2 |
| 30. | Garuda Indonesia | 45.9 |
| 31. | Air India | 45.2 |

[^1]
## Promoting Awareness Of Investment Incentives

The competition for investment has never been stiffer. Developing countries must offer more to investors who have less to invest. The number of players has increased as the move from centrally planned to market-based economies opens up new
areas, such-as Eastern Europe and Vietnam, to areas, such as East
Western investment.
Says Rafidah Aiñ, Maliysia's minis
 arative advantages for manufactur-
ag and trade $m$ oder to remain Malaysia's tradice mission will have
o make a case for Malaysia as a base or investment, not only as an alterative to Europe, but also as an ries especially its neighboris in Asia
The country's assets are many:

Industrial land: $\$ 2.70$ to $\$ 62$ per square meter ow labor costs and high productiviwork and tax incentivives fiberal markei-oriented economic policy political stability and smooth labo ic and regional markets. most frecententstydy found that the most frequently mentioned positive
aspects of investigin in Malaysia by
current forem current foreign investors are the high
motivation and qualification of staff notivation and quaification of sta mannagement level executivest troublefree labor relations: excellent in cations, energy, transport water and
electricity; and the flecible and busi-ness-ary describet as effic, which "clean." ',
Investors also mention the exce ent economic outlook of the region regional markets
Neverthelesss; while Malaysia has investopent, the record for attrictin investment from Europe is not as
good. Goivermment officials surgest good. Government officials surge "lt is inportinnt that poteatial in
vestors from Europe come to see for


The high quality of the work force is frequently ciled by investor

## projects, remit capital freely. There are

IT
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dustrial estates and 12 free zones
that cater that cater toles the needs of export- 12 froed ines
riented and bigh oriented and bigh neech of exanupoctur-
ing companies. The price of industrial land, depending on on location, ranges from 7 ninggit on location 161 ringgit
( $\$ 270$ to $\$ 62$ ) per square meler. To attract inversiors, Malaysia of
fers a comprehensive set of fiscal and fers a comprehensive set of fiscal and
nonfiscal incentives if an investor is noniscal incentives. tiviry, specific incentives could r
sent substantial tax breaks. General incentives include the grantimg of pioneer statuis to compa-
nies engaging in "promoted ackivinies engaging in "promoted accivi-
ties, which includes tax relief of to 10 ment tax and in reime casess invest
ances. Incentives for export incluwancses. incentives for export include
an export credit refinancing scheme which provides for shanci-term scremedit
at preferential rates of interest: at preferential rates of interest:
abatement incentives: an export al-- bawament dooblc deduction of expor
lowedit insurance premiumons and pro credit insurance premsiums and pro-
motion of exports; and an industrial moion of exports:
Incentives are also offered for re
search and development search and developmeatit training
industrial adjustmenti small-scale industrial adjustment; small-scale
companies; the storage, treatroen
and disposal of toxic and hazardous wastes. and for sextabishing opper
tional headquarters in Malaysia. Besides these incentives the go ernment has a lariff protection pro ries and allows an exermpion froen anport duty on direct raw material cise dury on parts. ingredients o packaging materials as well as risaw inack of sates tax on materia
used in manufacture can save inves Lors overnead they might have to pay
estewhere. Iikewise, the goverument efsewhere. Likewise the goverumen
offers an exemptioo from import
duty and sales tax 00 machinery and duty and sales $i x x 00$ machinery and equipment
Foreig in
Foreign invertors praise Malaysia arencief sicitucy which the bovernment agencies with which they deal. The
primary agency is the Malaysian ln -
dustrial Development Aushority MuDria. which recoives. processes and conveys decisions concerning in
vestment for the entire federal bu vestment for the entire federal bu
renucracy, making the agency
"onerstop shom for reaucracy, making the agency a
"one-stop shop" for the investor.
MIDA is also responsible for the MDA is also responsible for the evaluauor of technical, joint-venurue
and oiher licensing agrements and provides a variety of services for in-
vestoxs, from locating joint-venture vestoxs, from locating joint-venture
parrners to finding accommoda-
ions.

## European Trade Mission Highlights Low Costs

European investors in Malaysia expect their costs to be less than in Europe, but many are surprised to discover how much less. A recent study found that operating costs in Malaysia were 60 percent lower
than for similar businesses in Germany in some than for similar businesses in $G$
cases. That is just one advantage. A 1992 study by Gesellschaft für
Forschumu und Entwicklungsprojek-
tierung mbH (GFE conclided hat production costs in the light and
precision enginerening sector in Ma-
laysia were sigurificantly lower than laysia were significantly lower Mas
in Germany- Labor invesment.
operating expenses. land. buildings and and subvontractor services coss from
90 percent to 10 percent less than the going rate in Germany. While this study looked specifically at engingezing and made compari-
sons with Germany. resuls would be sons win Cermany, rewuis would be
simila for other counuries and sec-
tors. Compared wiun most European tors. Companed with most European
counties, Malassia offers a drastic codurtion in labor costs, lower invesument cosis, comparable operat-
ing costs and lower costs for locally ing cossts and low
sourced materials
But inver
Boud inavestments from Europe to
Malaysia have not kept pace with Malaysia have not kept pace with
invesiment flows from other Asian countries Malaysian government of-
ficials blame bis on te ficials blame this on the global reces-
sion and themselves suggesting they sion and themselvess suggessing they
bave not had an aggressive enough campain in Eurrope to convince
businesses there of Malaysias rebusinesses there of Malaysias ro-
markable cost-effectiveness
$\ln 1990$. European investments in

Savings of up to 90\% in some areas
Malaysia accounted for only 9 per-
cent of the counntry's total forciog
 ic region accountod for 85 percent
In 1991 , European investments dropped to only 6.8 percent of the
total, but in 1992 , due to some large total. but in 1992 , due to some large
projects in the olirfining sector.
Europe's share rose to 3 . projects in the oil-refining sector.
Europes. sbare rose to 3.5 percont
Malaysia 1 Industrial Development Authority officials ssay they would
eventually like to see Europe conEvenuaty like to see Europe con-
inbute a stendy 30 percent of foreign
investment. alons with 30 perent investment along with 30 percoent
from the Unitod States, while the
other 40 peroent other the regon.


Rafidah Aziz in inister of
infermanional lmale and industry:
The current Malaysian trade mis-
sion 10 Europe will visit the Netherlands, which invested j54 million in
1992 with six proects; Belgium
which bad no investments in 1992 which bad no investments in 1992
and two in 1991 amounting to $\$ 7$
nillion; Denmark, with two projects
 ny. with $\$ 28$ million in investments
in 1992 divided amoog 12 projects:
and Switrerland. which in 1992 ac counted f
million
Mission Mission organizers say they are seeking medium- to high-tech pre-
jects that suit the maturiy of Malaysia as an industrializing nation.
Says Rafidah Ariz minister termational trade and industry : "Malaysia bas eraduated out of the cate-
gory of a cheap labor couotry and is
now established as a now established as a profitatry and man-
ufacturing base for capital and techuracturing base for capital and tech-
nology-inuensive industries that place a premium upon easily train-
ahle and skilled workers with high productivity levels."
productivity levels,
These 1 ypes of projects comprised
the case sndidies the case shpesies and oost calcuptations
of the GFE sudy of the GFE study, which shows that melawworking, engineering and ma-
chine-builiogo projestin Malaysia
have low production costs. 20 percent to 50 percent lowerts than Ger-
man cost levels depending on the labor cost conteot of the products
and the cost of and the cost of locally sourced Dato-
rials and components.
T.A.


TENAGA NASIONAL BERHAD MALAYSIA'S ELECTRIC KEY TO WORLD ECONOMIC EMERGENCE

TNB's total installed capacity in 1992 at 5652 MW chalked up revenue sales of RM4089.8 milhion, an increase of 16 per cent over the previous year. Profit before tax more than doubled to RM1414.7 million while fixed assets stood at RM14,966.8 million.


Tenaig Noshornal Bernad
competitive and indigenous, hence
reducing foreax exposure in raw material sourcing. TNB has enhanced the ossage
of gas form vaci ity in 1980 oro 32 percen in 1992 whilst oill has beenroctuced from 61 per cenit in 1970 to a low 39 per cent in the same year.
The main voltage level of TNB's
 whole of Peninsuluar Malaysia with a centres si pooner stations foming te
National Grid TNB's transmission yssem is incerconnected with the Electricity Generaing Authority of the Uinilioes Board of Simgapore. These Ontioes Board of Simgapore. These
interconections enaure optimal
manipulaico for the respecive utilioes and also provide murual supporn during exigencies.

The distribution system of TNB covers
voltages of $33 \mathrm{k} V$ Vandtelow The is divided into six regions-North. Perak Selangor, Federal Territory. South and East with a total of 115 customer service
stations. stations.
Withover 3.3 million clients extensively
codified as residentian, industrial, mining and pubblic ligbting to
serve TNB has developed a serve, TNB has developed a hroad and
reliable power system and is confident forthemoertrinimies ahead. Theindussrial
 TNB's sotal sales whilst the export zone
takes up only 0.4 per cent of the total ector encircle - 87.4 per ceat as to 0.3 per cent of the indussrial bell in relasion
to the number of custimers. 0 the number of customers. or the Financial Year ending 31 August TNE's sotal installed cappacity in 1992 al 6552 MW chalked up reverue sales of
$\mathrm{RM4039.8} \mathrm{million}$,an increase of 16 per centose.g million, an increase of 16 per tax more than doubled 10 RM1414.7 million while fixed assers stood a
RM14.966. million. With electriciry being client preferred to ther natural resources, the demand for electricity has a tendency to grow at at aster rate than growht in GDP which is sector. demograpbic factors and rechnological changes. In Malaysia, he
economic boum is being led by the economic boam is being led by the
industrial sector för which the ulilisation
 is underinkking varions projecces to mee increasing demand. By che end of the
Sixth Malyysia Plan, TNB expecs to increase installed generating capacity to
approximately 8500 MW . In the last six months. TNB has been endowed writh supply during of peak hemans. Howeveer, itis estimated that the impact of these shortages 00 earruings is not material as
the amoumt of demand lost bas been he amoumt of demand lost bas been ceen raken to recrify he situation and


The immediate steps saken to overcome naintevance and reperie works, quick planding-up progranumes, reviewing and
also speding up the decision- making asso speed
process.
In the shot-verm. TNB'splans solaunch is Fass Track Progranme from August
1993 to August 1994 with he objecuive flumproving the currenis supply siuasition in the shorest time possible. This programme involves the planting-up of
gas turbines of 1500 MW at the existing gas turbines of 1500 MW at the existing power sainons By the endof 1993 . TNB
hopes $\mathbf{t}$ increase the reserve margin to above 35 per cent as asdmonished by the
Goverament's Consuliant due to the oovernment's Consulant due to the recent power falure which coalesced it
into carefful and analysed prosuction. TNB anticipates bat by bite end of the the curfent installed capaciyy of 5589
mw. TNB's mid-tern plans call for the the various existing power planis thro vahourthe Peninsula from now unul
1997. These new instalations are 1997. These new installations are
expected to create as additional capaciry expected to creat
of 3500 MW .
experise wbich are not toually available from any single source.

Onthelong-termefforito mreet ther rapidly
growiog demand, TNB has put up an
aggressive development plan which aggressive developnent plan which
covers up to the year 2000. By then, covers up to he year 2000. By then,
TNB will add another 8800 MW into the system making a total inslalked capacity of 14600 MW . The reserve margin in the year 2000 will be expanded to more than 42 per cent. The high reserve magrin is
due to the introduction of more efficient due to the introdurction of more efficient and unscheduled shut-downs and reorement of odd and inefficient plants.
On the advent of the Independent Power
Producers $\AA P P$ S) end in line with its PToducers (IPPS) end in line with its
Mission Slatement TNB supports the Malaysian Govemment policy of
introducing positive comperition in the introducing positive comperition in the
industry bat tasd previously been tolally industry that thad previously been totally
monopolised. However, TNB isexpected ro remanin a monopoly in the provision of transmission and distribuoion services. Theempergence of TPPs ina highly capital
inemsive industy of this naure would complement with TNB's responsibility for generaxing electricity. It would also lessen the financial burden of TNB to
plant-up and the saviogs in plant-up and the saviogs in capital
expendiure could be used ro further improve the other aspects of the
Company's operations. This would furtherncriance TNB'sperformance and


TNB also plans to set up joint venture companies with the few State sccretely brild, own and operate power Power Producer (APP). TNB views this APP synergistic arrangement as a plafform that will bring logether the
needed resources of hand, equity and

With he climacteric foreseen elecuriciry augmentation and the compecitioo in the
electricity supply industry. TNB will elecriciciry supply industry, TNB will
arise aguin to face the challenges in the arise again to face the challenges in th supply reliably and economically whils supply reliabg yand economically whils
mainaining her profitability. While electricity supply is expected to remaio
TNB's core buy fuvure. the Company will consider opporunioes for diversification int areas with good eaming potential such

On the shor-termprosectormb outlook is favourable in view of continuing strong demand growtb
contributions from withdrawal of discounss. soft fuel prices and a more slsble loan baskel. Through aggressive treasury management moves, TNB has
been able to reduce is exposure foreign exchange.
Today, chat dream of being a service oriented entity, providing value for
money and duty bound as a eavironmentally responsible corporate scope, bas manterialised. TNB's goals of scope, bas materiaised. TNB's goals of of operation and cliennele service as the most atractive proffer in the indostry
well as a secure and reliable supplier electriciy in the South-East Asia Pacific region bears shis lestimony. In the pursuit build a community that has faich in their
organisalion's ethics and values fo organisalion's ethics and values for
carring through Malaysia's as well as TNB's loog-term comniments owards
Vision 2020.

## Exchange Aspires To Global Status

There is a long line to use the computer in the lobby of Malaysia's ShangriKuala Hotel to check stocks listed on the those in a hurry. there is always the telephone - a voice announcement service gives current share price information to callers. There is also a Slightly delayed ticker on television as well as weekly television. radio and "stocksper series on "saham." or "stocks."
Since 1990 , when ties te
line signapore exchange
were cut the noes has mede pare of tistLumpur Stock Exclanale
 walks of tife ins inveming th sitid lominulenale. harke
 Privatization has boosted the bourse Kong and Jupan ouwwiè Malaysini, Asiang
 the sima pickings in ound tors that narkese were liac KISE's composile index


 fore backing down. boosted the pourse when boosteantse Telekism Malaysia and the natiomal dece-
iric complany Tenaga were Iric company Tenaga were
listed in Mav. 1992 they added 50 billion ringeyit Scent to the market's toral
cis. cent to the mapialization.
On Marth. Malaysia's
new Securities Cont new Securities Coinnis-
sion (SC) canke into being - just in time according
to analysts. to rescle Ma Ma-
livsials ragmentary reegu livsias Iragmentare Ma-
latory-
ationstem from losing
 The booning equity marrPriur to the establish
ment of the SC. ©our ajen-
cies were intiled in regh cies were insolsed in regu
lation und policy: the
Rewint and


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The CIC Tike over Panel (TOP).
The CIC and TOP have been supersind TOP have the
SC, but tle ROC will che SC, but tlie ROC will con-
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-There is [bound in be] resistance is bochand io bel
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countres sirsi securities Comnission chairman. Majhamad Munir Abdul Mr. Munir. 45. has an impressis.e. ectectic back-
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Last year. ho nankers Bhd. Lask yeur. he was the third.
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## MBf CAPHTAL BERHAD

 1992 RESULTS|  |  |
| :---: | :---: |
| For the year ended 31st December 1992 |  |
|  | RM (Million) |
| Turnover | 1.065 |
| Profit Before Tax | 166 |
| Per shat - | RM |
| Eamings | 0.15 |
| Net Tangible Asset | 1.01 |
| At year-end | RM (Million) |
| Issued \& Paid-tw Share Capiral | 739 |
| Loans \& Advances | 6.772 |
| Deposits | 7.918 |
| Assels | 9.879 |
| No comparative figne:s are whon vear of speramimns. | as this is the firm |

Financial year 1992 marked the birth of MBf Capital Berhad, the financial services arm in the MBf Group of Companies. The range of financial services ncludes term and consumer loans, deposit taking, hire purchase, project nancing, negotiable certificates of deposits. block discounting, mastercard nastercard travellers cheque. sfockbroking, leasing, factoring, insurance venture capital, unit trust and trustee services. MBf Capital Berhad was listed on the Kuala Lumpur Stock Exchange iKESEI on I5th Jonuary 1993.

## MBf CAPITAL BERHAD


inc nppunited in




## Blocs in the Asian Region

Malaysia continues to be a strong voice advocating an Asian free-trade bloc. A s of the North American and European trade agreements.

Malaysian Prime Minister Mahathir hin Mohamad has
been a central figure in the implementation of the ASEAN Free Trade Area (AFTA) and a leading proponent of the controversial East Asian Economic Caucus
(EAEC). AFTA is a seminal effort to create a forum in Southeast Asia for rrade issues. The agreement links the Association of South East Asian Nations (ASEAN pines, Thailand and Indonesia.
The Common Effective Preferential Tariff scheme he main veciciele for supporting free rrade among group o slash tarifis to less than 5 percent. By the end of that ime. AFTA should represent a market of 330 million people. By the end of the docade, the six nations may combined gross domestic product of $\$ 15$ trillion. When ASEAN launched AFTA on Jan. 1, members admitted the organization still had a long way to go. create Europe's single market, they have given theminselves 15 years to remove regional trade bariers Malaysian fficials have expressed their frustration at the glacial
peed of implementing AFTA agrocments. They had hoped the group would take stronger measures and
The count hem soone.
or abolished import duties on 600 products. The move

economic grouping. The East Asian Eccnomic Caucus
(EAEC) would bring together Asia's capital-rich newly ndustrialized coungries with the labor-rich southern giant. The idea was born prematurely, which was nearly failure of the General Agreement on Tariffs and Trade alks in 1990, he Malaysian cahinet developed the idea of the enlarged grouping. The concept was released sulting in hruised egos all round. Those injuries have obstacles. If enacted. EAEC would include the six ASEAN autions as well as Japan. China, South Korea, Taiwan
and Hong Kong. As Mr. Mahathir's vision of EAEC has become clear, some observers have lauded the concept. They argue that if the world is divided into trade blocs. countries to band together op support comimoas Ainterests Much of the husiness infrastructure to support the mion is already in place. Xrade agreements between and open new avenues for regional trade
Proposed members have a balance that could aid
uture development. By including capital-rich Northeast Asia with manpower-rich and entrepreneurial Southeast

Mr. Mahathir said that, if adopled the EAEC would e "a single for orldwide free trade."

|  | Business Briefs |
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## European Financing Sources

Several financing institutions in Europe provide financia support for private companies interested in joint ventures in developing countries like Malaysia.




When discussing and negotiating world-wide issues, all the For your Gusiness conference
required conference facilities can be found at the Shangri-La

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\text { in } \mathfrak{K u a l a} \text { Lumpur, }
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Hotel, Kuala Lumpur. No wonder leading multi-national

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clients such as the International Herald Tribune select the

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Shangri-La Hotel to host their international symposiums.

## ShangriLa hotel

KUALA LUMPUR

Troctas

## Playing the Quality Game for a High-Tech Future



norbern growth triangle that also
includes Penang and Sungai Petani Support for the park will come from
the interantional airport seaport and
university in Penang and various inthe international airport. seaport and
university in Penang and various in-
dustries in Sumgai Pectani. Another huge high-lech project is
Sungai Buloh situated in the Klang
Valley, 28 kilometers from Kuala Lumpur. The 1,6000-hectrom Kuala facaure tive that are integrated wiith
manufacturing companics, as well as manufacturing conupanies, as well as
homes and a botanical garden The
price tag is 1 billion ingeit. with the price tag is 1 bilion ringgit, with the
first phase to be completed by the inst phase to be ca
middole of this year.
On complet On completion of this project ithe
Selangor State Economine Development Corporation hopes that Se-
langor's contribution 10 the national GDP will in incease from the current
54 percent to more than 60 percent
by 2010 . In Johore, an area that is said to be
facing a shortall of 20.000 workers


## The irufers coming out of this oven are high tech

nies now using the national telecom- aldel to our programs for the eradica$\begin{array}{ll}\text { nies now using the national telecom-- } \\ \text { maniel to our programs for the eradica- } \\ \text { mentict and morre sophyisticated ser- } & \text { tion of poverty and an increase in } \\ \text { average incone. We are urying in }\end{array}$ $\begin{array}{ll}\begin{array}{ll}\text { hetter and more sophisticated ser- } & \text { average incomie. We are urying to } \\ \text { vices. } \\ \text { bring about a who e new breed of }\end{array} \\ \text { Thitch to high technology is } & \text { people to run business and industry }\end{array}$ cerraingy on the agendan "ssyys Yong
Teck Ming of Berjaya " "t rons pars-

## Malaysia Airlines Upgrades and Expands to Encourage Tourism

Inspired by the success of other Asian carriers, Malaysia Airlines has its sights set on becoming one of the industry leaders over the next decade by upgrading in-flight service and expanding its fleet and route network. At the same time, the airline will be trying to fend off increased competition from U.S. carriers by forging alliances with other Southeast Asian airlines.

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| especially now." says Kamarudd | lenghy list of international d |
|  | Lumpur and Surabsya the |
|  | ian |
|  | on March 31. By |
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| fin | Rome, Dacca in Bangladest |
| what.our customers want" | Ce |
| Malaysia |  |
| ¢ |  |
| The airline will invest 10.3 billic | Melbourne and London. |
| ringeit (\$4 billion) over the next five | while, two addition |
| years to acquire 72 new aircraft, re | in the car |
| ing every plane | MAS is upgrading its fleet with |
|  |  |
| chased 747-400s. | entertainment Recent innovation |
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## MALAYSIA

Powerhouse of the 90 s
A major international conference convened by the International Herald Tribume, the Malaysian Indastrial Development Authority (MDA) and the lostitute for Strategic and International Studies (ISIS).
Prime Minister Dr. Mahaahir Mohamad, Finance Minister Anwar lbrahim, Invernutional Trade ei Industry Minister Rafidah Azia and other key members of the Malaysian govermmemt will participate in wis conference on
"Truide and Invesment Opportunidies in Malkysia. The conference will tale place in Kualu Lumpur on . Nowember-15-16, 1993.





Heraldutye Oribune


ASIA PACIFIC. A US\$3 TRILLION MARKET WITH 1.6 BILLION POTENTIAL CUSTOMERS ACCOUNTING FOR TWO-THIRDS OF THE WORLD'S WEALTH. MAKES SENSE TO TAKE ADVANTAGE OF IT, NOW.

[^2]

## CAPITAL MARKKITS

French and German Issues Decline Despite Rate Cuts

P${ }^{\text {Br }}$ By Can Cewint





 on 10 yeear goviernmern bonds , falling yields is in
has much room to decine be. has murh room to decine be-. Faling y
yond 6.61 pereent where it end- France.
ed last weck.
ed lasi weck.
Winh long-term rates locked.
nid very shor-term rates bikely




 opportunity to speed up the erediction in in interest rates.
The collapse of the risck premium the market had imposed on ihe
frane has been dramatic. A month ago three-month rates on the
 above comparable German rates. By last weeck this spreat was
down co 56 basis poinis and expectations here are thar French rates
can be maneuvered below German levels as loig as confidence
 However. France. is expected io tread cautiousty. There are conwide problem, as could she upoconing votes in Demanri and Bitain
on approving the Massricht reaty on European currecy union
The risk premium on long-term

 basis points But as in Germany, the largest tgains expected from
oming reductions in interest rates are expected. to be refected in
short- and medium-tem paper. Thort- and medium-erm paper
This was rellected in the resp
This was reflected in the response to Norways issue of 3 billion
francs The fiveyear issue carrying a coupon of 7 pericent and francs. The fiveyeyr issue carrying a ecoupon of 7 percent and
offerd at a slight issount 10 yidel 25 basis points more than
French goveroment paper was
 See BONDS, Page 17


## CURRENCY RATES



## Speculators Lie in Wait for Peseta



## EC Faces Difficult Agriculture Talks



## Hoing Kong Notebook

## A Market's Rite of Passage



| Despite nsmg unemployment and other economir problerns, Mr. Solchaga said, the government would not sucumpolicy that ignores the prudence of mainuaining a stable exchange rate" |
| :---: |
| Prime Miniser Felipe Gonzaler sounded the samp note on Friday. declaring during an official visit to Warssux that the governnent was ${ }^{-}$determined to øuaintain the parity of the pesela. |
| Pesistent economic problems, especially uremployment nearing 20 percent have reie uncmploymbint naning dneed public conidenene in the socialists who have beeca |
| Recent polls have put the opposinion Popular Party about even with the government in the campaign for the June 6 election |

Study Finds
Wary Cheer In Germany

 mism among companies in Western
Cermany"s wholesale and retriil
sectors. sectors.
Inislatic
one

 friendly" in March thanil bad beef
in Frburny
The number of companies ex-
net pection a poor six monnes had vepped by IIT, quarter of thome nese surr
in February. Many busiucsses fcl the down-
Ward pressure from the recossion was easing, $\ln$ the retail sector. If discerned less pessimism ithan previously
scta, largedy due to a pickup in sech, largely due to
demand and revenue.
 Federal Staxistics Oporice from the hing



OMEGA
The sign of excellence

## Some Changes In Russian Plan Disturb EBRD



When you know your worth



INTERNATLONAL HERALD TRDBUNE, MONDAY, APRL 26, 1993
Page 17
and

# SPOƠRîT S BASEBALI 



## Page 20 INTERNATIONAL HERALD TRIBUNE．MONDAY，APRIL 26， 1993 <br> SIPÔR̊T̂Š CRAND PRIX

## Prost Puts Squeeze on Senna With Easy Victory in San Marino Race

## 4



## cour． 33 minutes 20.413 seconds for the 61 1－lap race of 307.440 kilomelers（191．034 niles）．






 race so I could close up in he championship．＂
He eddod：
 McLaren＇s boss．Ron Donitions who


day motor racing li＇s been a very disappointians
 art of the race But as the rrack brean dring Inws coping Renanuts showed sumperioning Senna said＂We bad na hyd untilit the faitiure＂ hour．．it was close it maver 300 kilomeleers per




Schumacher，who had been forrth in the
Eanty stages．mowed up to second as fill and
Semna departed and was one of just six diners
 Prom the orossedida ine finish lime． J．．Lehto of Finland finished fourth in a
Sauber，ahead of Philippe Alliot of France in larrousse Lambourghini Fabrizio Barbazza traty drove e tis M Minaraid Ford into sixuth place Mark Blundell was the first to drop ood
when he crabled his Ligier Renault on the opening lap．He was followed seconds later by
Ricardo Patrese，who won at Imola in 1990 ．

## SCOREBOARD

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 dennis the menace



## TO OUR READERS

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## INTERNATIONAL HERALD TRIBUNE, MONDAY, APBLL 26, 1993 <br> ŠP̊O̊R̊T̂Š FOOTBALL

Page 21

## Quarterbacks Bledsoe and Mirer Taken 1-2 in the NFL Draft


#### Abstract

 $\qquad$     




Brad May! left, and goalie Douinith Hasek celcbrated after May's overtime goal completed the Sabres' stumving sweepporithe Brimos.

## Devils, in Clutch, Stymie Penguins

| EAST RUTHERFORD, New Jersey - The Fitsbourgh Penguins |  | ing eff | 5-3 deficit and without goalie Grant Fuhr, who left the game af- |
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|  |  |  |  |
|  | ${ }^{2} \mathrm{p}$ | play |  |
| wns hat ted Sunday as the New eler sey Devils averted a first-round sweep by defating the two-time |  |  |  |
|  |  | save on stere La | ms |
| Stanley Cup champions, 41. | by scoring trice aflur Jaromir |  |  |
| opering thrs games of the stries, | STANLEY CUP | only Roenick's third point of the playoffs. | Brunet lifted in a rebound after altender Roo Hextall stopped |
| power play with goal and ruo assists, while goalie Chris Temeri made 30 saves in frustrating Mario | was | He In games plaved Saurdar: | L |
|  | agan |  |  |
|  | Hin |  |  |
| The Penguins who had | period |  | Vincent Damphousse and Gary |
| reakt. | Defe |  |  |
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|  | soconds lefi in the period by one | Th |  |
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| For the scovnd straight gane the | ${ }_{\text {pass }}$ |  |  |
| Penguins imio a dutch- | ther |  |  |
|  | and a lucky boance hepping | The Sabres lost their lost seven | sccond straight game, hisis ime in |
|  | mase it |  | , he scoond extra perios, as Now |
|  |  | won the prit | tuke a 3 -1 lead in the Parrick Divi- |
| that he ripped I stick mut of the |  | Bun a sven-game serics in 13 | The Islanders have won all trre |
|  | St Louis a victory orrs chicago |  | games io io overrime, with Ferrero |
| othe ioce a | playorf stries. | May | g |
|  | Blues outshot Chi |  | - |
| W Jersey, which came into |  |  |  |
| 18 power-play chances. |  |  |  |
|  |  |  |  |
| day. | from point-bank range by Janney. |  |  |
| belped get the Devils going | left the oet to try to track down the | e Sabres completed the sweep and way coming back from | Palrick Flavey's goal at 14:14 of the third period. |

## Germany Burns U.S. in Opening Period

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| Germany sconed five timesin the first period, including a fluke opea- |  |
| in the World Hoocky |  |
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| The provicursty unbeatean Ameri: |  |
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| the starh, more |  |
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| The Americans' first-pcriod $\mathbf{0}$ se started with a power-play |  |
| gool at 7:12 when goalie Mike |  |
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## Knicks Beat Bulls, Tying Team Record






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## Memories of the Queen's Remembrancer
















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## LANGUAGE

## The Latest Cliché Is a Tough Sell




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[^1]:    E It's alway nice to be recognised. But especially pleasing to be considered the best, and to be setting new standards. On Malaysia Airlines First Class, we have alway given our best. But now it's considered the finest of all these airlines. So isn't it time to judge for yourself? Fly Malaysia Airlines and see how putting you first has put us in the same position.

[^2]:    Sime Darby. Southeast Asia's largest multinational. With more than 80 years experience in the region, widely diversified businesses, market capitalization of ove US\$2 billion, a $\mathbf{3 0 , 0 0 0}$ workforce plus a comprehensive regional operational network spread throughout the Asia Pacific, Sime Darby will help you talk Sime to the region's multi-lingual and multi-cultural 1.6 billion customers, effectively. SOUTHEAST ASLA'S LARGEST MULTINATIONAL CONGLOMERATE DARTE

